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OFFICE OF TRAINING (GENERAL)

The Office of Training (General) is responsible for Agency training programs, both within CIA and at external facilities, except for training in the principles and techniques of clandestine operations and in the various fields of clandestine intelligence and executive action.

The training programs of TR(G) include indoctrination; orientation; basic and intermediate intelligence training; basic and advanced language training; area training; combined area and language training; training in scientific, technical, industrial and other substantive fields; active-duty and civilian military training; executive, administrative and supervisory training; clerical training; and training in reading improvement. With the exception noted, the training concept of TR(G) includes training which encompasses the use of facilities internal and external in the United States or abroad that may be necessary to meet training requirements of the Agency.

The Office of Training (General) is organized into six operational divisions and one staff. A summary of their functions and activities is set forth below.

ORIENTATION AND BRIEFING DIVISION

The Orientation and Briefing Division directs and conducts indoctrination courses and orientation programs for new and on-duty personnel on the intelligence process, the mission, function, and organization of CIA and its place in the national intelligence structure. It briefs selected governmental and foreign officials and presents special lectures and coordinates Agency presentations at various Department of Defense Schools, the Foreign Service Institute and other institutions.

JUNIOR OFFICER TRAINING DIVISION

The Junior Officer Training Division directs and administers a comprehensive program for the selection, career preparation, and placement of new junior officer personnel of outstanding qualifications and high potential for the intelligence profession. It develops, prescribes, and supervises individual career preparation programs for junior officer personnel, consisting of combined training and duty assignments, along with continuing evaluation of performance to determine appropriate permanent duty-assignments in each case. It administers a program of military training and duty for Agency personnel on active-duty status in the Armed Forces.

INTELLIGENCE TRAINING DIVISION

The Intelligence Training Division develops, directs and conducts programs to provide training in the theory, principles, methods and techniques of

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national strategic intelligence at basic and intermediate levels for professional personnel of the Agency. It conducts a training program on an unclassified basis for professional personnel in provisional clearance status. It operates a reading improvement laboratory to improve the reading speed and reading comprehension of Agency personnel.

PROGRAMS DIVISION

The Programs Division develops, directs, and arranges for training programs in area, area combined with language, and in scientific, technical, industrial, and other related substantive fields, within the Agency and at appropriate external facilities, for the specialized training of professional personnel. It administers a program of military training for Agency personnel on a civilian basis at Department of Defense schools and colleges.

LANGUAGE SERVICES DIVISION

The Language Services Division develops, directs and conducts basic and advanced language training programs in a number of usual and exotic languages on a class and individual self-study basis in an audio-visual language laboratory within the Agency. It arranges for language training programs for Agency personnel at appropriate external facilities. It develops and provides language training aids, materials and devices for these purposes.

MANAGEMENT TRAINING DIVISION

The Management Training Division develops, directs and conducts training programs for executive, administrative, and supervisory personnel in the principles and techniques of effective management and human relations in order to conserve the human and physical resources of the Agency. It directs and conducts clerical induction, orientation and refresher training programs for new and on-duty clerical personnel.

PLANS AND POLICY STAFF

The Plans and Policy Staff identifies training problems and training requirements of the Agency (except those for training in the principles and techniques of intelligence and executive action for the clandestine services), recommends solutions to problems and develops training policies, plans, standards and programs to meet requirements. It prepares and recommends solutions to planning and operational problems of the Director of Training and the Deputy Director of Training (General). It develops organizational plans for the Office of Training (General) and makes recommendations regarding modifications of the mission and functions of the various components of OTR(G). It establishes the scope and terms of reference for, and produces handbooks on substantive intelligence subjects

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for use in training and for other purposes. It conducts and maintains continuing liaison with the operating divisions of the Office of Training (General), and functions as the coordinating center of OTR(G) in liaison with the other offices of the Agency.

ACCOMPLISHMENTS AND OBJECTIVES

The major accomplishments of the Office of Training (General) during fiscal year 1953 were:

- (1) the relating of established training courses and programs and training policies to the CIA Career Service Program in order that the function of training would be exercised more directly as an integral part of the career service in the Agency.
- ✓ (2) the conduct of a comprehensive survey of all offices of the Agency to identify Agency training requirements in all categories of external training for fiscal years 1954 and 1955, for budget purposes and for the planning, development, and establishment of adequate training programs to meet those requirements.
- ✓ (3) the establishment and maintenance of close, continuing communication with all offices of the Agency on training plans, policies, programs, and problems by means of a Training Liaison Officer system and regularized group meetings conducted by the Office of Training (General).
- (4) the direction, conduct and improvement of training courses and programs, and activities which were organized and established in fiscal year 1953.

The specific training activities and accomplishments of the Office of Training (General) in fiscal year 1953, and developmental plans and objectives in fiscal year 1954 are as follows:

A. INTELLIGENCE TRAINING

- (1) The purpose of intelligence training at basic and intermediate levels is to improve the capability of personnel to serve the Agency by increasing their knowledge of the organization, mission and responsibilities of the Central Intelligence Agency and its place in the national intelligence structure, by improving their understanding of the principles of national strategic intelligence, and by enlarging their capability to perform the skills and techniques required in the intelligence profession. To accomplish this purpose intelligence training of various scopes, levels, and depths is required for all Agency personnel.

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- (2) The Basic Intelligence Course (I) is a 6 week course designed to provide basic training in the principles, methods and techniques of intelligence for new professional personnel of the Agency. The content of the course was substantially revised after a survey of the Offices of the Agency, and the course, or equivalent, is now required by CIA Regulation for all new professional personnel. It may be taken by on-duty professional personnel at the request of the Office concerned. It is now offered on a monthly basis. In FY 1953, 165 personnel were trained in this course. In FY 1954, with 12 courses scheduled, it is estimated that 600 personnel will be trained. The content and conduct of the course will be improved as experience suggests, and as the evaluation of the on-the-job performance of personnel taking the course indicates. Limited numbers of selected personnel of the intelligence components of the Departments of State, Army, Navy and Air Force will receive training in the Basic Intelligence Course (I). It is estimated that a total of 24 personnel will receive such training in FY 1954, 6 per year from each Department.
- (3) Two Intermediate Intelligence Courses have been established to provide professional personnel who have substantial on-the-job experience with training designed to develop their intelligence skills in relating their specialized competence to the field of intelligence. The courses were a 40 hour Research Methods Course and a 160 hour Scientific Intelligence Course. In FY 1953, there were 8 personnel trained in each course. It is estimated that 100 personnel will be trained in such courses in FY 1954 because of increasing office interest in such training. Additional courses of various content and length will be developed and conducted in response to requirements stated by the various offices for specialized intensive training in intelligence methods and skills. The courses-in-being will be continued in FY 1954, and offered as often as required.
- (4) The Provisional Training Program is a program of unclassified training in intelligence and work projects for professional personnel entered on duty in provisional-clearance status. This program was reinstituted in May of 1953, after having been discontinued, in order to retain valuable recruits whose services would otherwise be lost to the Agency. Personnel remain in the training program until the completion of full security clearance action in each case. 100 personnel were trained in this program in FY 1953. It is estimated, on the basis of about 20 personnel per month, that 240 personnel will be trained in FY 1954.
- (5) The Indoctrination Course is a 3 hour course designed to acquaint all new personnel with the language of intelligence, and the organization, mission and responsibilities of CIA. This course

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is required by CIA Regulation for all new personnel of the Agency as part of entrance-on-duty procedure. In FY 1953, [REDACTED] personnel were trained, including 80 selected personnel from the Directorate of Intelligence, USAF. It is estimated that about the same number will be trained in FY 1954.

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- (6) The Orientation Program is a 12 hour program, conducted quarterly, to broaden the scope and comprehension of the information of Agency personnel with respect to the intelligence process and the governmental intelligence community; it is required by CIA Regulation for all personnel, GS grade 5 and up, within two years of their entrance-on-duty. The presentations of the Director of Central Intelligence, the Deputy Director, and of key governmental officials are prepared as Training Bulletins and distributed to all Agency personnel for their information and guidance. In FY 1953, 2156 personnel were trained, including 89 selected personnel from IAC agencies. It is estimated that there will be no change workload in FY 1954.
- ✓ (7) Limited numbers of Department of the Army, G-2, designees receive 15 day active-duty tours with the Agency as a part of mobilization training. Such personnel attend the CIA Orientation Course and are assigned to one of the Offices of the Agency for on-the-job training and experience for the balance of their tour. It is estimated that 24 personnel will be trained in FY 1954.
- (8) Presentations Program. A one hour presentations program to provide a discussion medium for key Agency officials on current problems which effect the work of the Agency and on methods to resolve them. This program was established in August 1952, and some 14 presentations were given. This program is conducted at the request of the various components of the Agency. The workload in fiscal year 1953 was 1074. The status of this program in fiscal year 1954 has not yet been determined.
- (9) Special lectures are conducted at various Department of Defense schools and colleges, the Department of State and other institutions, and specialized briefings are made to selected governmental and foreign officials, on the organization, mission and responsibilities of CIA. It is expected that requirements for such lectures and briefings will continue throughout FY 1954.
- ✓ (10) The scope and terms of reference for a series of manuals on intelligence subjects have been established. The initial manual in Intelligence Collection and Source Exploitation, and a glossary of intelligence terminology are in process of development for use in training and other purposes. Other manuals will be developed, as required, to meet training needs.

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- (11) The Reading Improvement Program is an adjunct of training in the skills and techniques of intelligence. The Reading Improvement Course is a 35 hour course in basic reading skills designed to improve the reading speed and reading comprehension of Agency personnel. This course is required for all new professional personnel as part of the Basic Intelligence Course. It may be taken by on-duty personnel at the request of the Office concerned. In connection with this course a screening program on individual and group diagnosis of reading ability and a retention program on maintenance of acquired reading skills have been developed. In FY 1953, 517 personnel were trained, including 20 Department of State personnel. It is estimated that 875 personnel will be trained in FY 1954 because of increasing numbers in the Basic Intelligence Course. In FY 1954 it is planned to establish a Reading Research Methods Course designed to increase the speed of reading comprehension in research, and a Foreign Language Developmental Reading Program to increase reading efficiency in various foreign languages.

B. JUNIOR OFFICER TRAINING PROGRAM

- (1) The purpose of the Junior Officer Training Program is to provide for the selection, career preparation, and placement within the Agency of personnel in the junior professional grades who have outstanding personal and academic qualifications and high potential for development as careerists in the intelligence profession. To meet the current and long-range requirements of the Agency for highly qualified, trained and experienced personnel in specific fields, individual programs of career preparation are planned and developed for all junior officer personnel in accordance with their aptitude and interest, their previous education and experience, the results of testing and assessment, the continuing evaluation of their performance in training and duty assignments, and the long-range requirements in the Agency for such personnel.
- (2) Career preparation programs include basic intelligence training in each case, and one or more of the following: specialized intelligence training, area-language training, training in various functional fields, active military training and service, and on-the-job experience through temporary duty assignment to one or more offices of the Agency. The nature, scope, and duration of career preparation programs vary in each case, depending upon the preparation in training and duty required for projected permanent duty assignments in the Agency.
- (3) The operation and development of the Junior Officer Training Program has been successful in that junior officers placed in permanent duty assignments after their career preparation period have been highly competent, effective, and productive on the job and the Agency as a whole has benefited from their effort in career service.

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- (4) Since its inception in 1951, 152 personnel have entered this program, 65 of them entering in FY 1953. In FY 1953, 25 junior officers were placed in permanent duty assignments in 8 Offices and Staffs in the Agency. It is expected that about 95 personnel will enter the program in FY 1954, because of the operation of the University Consultant Contact Program in selection for recruitment, and increasing requirements throughout the Agency for junior officer personnel.
- (5) In FY 1954 it is planned to increase the efficiency of the overall operation of the program by strengthening procedures for the selection and placement of junior officer personnel, by continuing examination and evaluation to improve the career preparation programs prescribed, by expanding the application of the program to include new fields of career preparation, and by increasing the precision of the requirements of the Agency for junior officer personnel.
- (6) CIA has negotiated agreements with the Army, Navy, Air Force and Marine Corps under which a limited number of Agency personnel may be enlisted in the Armed Forces for tours of active military training and duty, thereby discharging their military service obligation under the Selective Service Act, without prejudice to their Agency careers. The normal tour for personnel enlisted under these agreements consists of basic training, Officer Candidate School, commissioning in the appropriate reserve, further training appropriate to their military and intelligence developments, and a period of active troop or sea duty, after which such personnel return to the Agency on an active-duty basis for the duration of their military service obligation and then resume civilian status with CIA. In FY 1953, 57 personnel began active military training and duty, 22 in the Army, 16 in the Navy, 16 in the Air Force, and 3 in the Marine Corps. It is estimated that 60 personnel will begin military training and duty in FY 1954.

C. MANAGEMENT AND CLERICAL TRAINING

- (1) The purpose of management training is to better utilize and conserve the human and physical resources of the Agency by advancing the knowledge and practice of the principles and techniques of effective management. To accomplish this purpose various management training programs aimed at various levels of executive, supervisory and administrative personnel have been developed or are in process of development.
- (2) The Personnel Evaluation Report Training Program was conducted for all supervisors in the Agency in order to train them in the use of the Personnel Evaluation Report, which is the basic instrument of the CIA Career Service Program. One hour group

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meetings were held with groups of 15-25 supervisors in all offices of the Agency, a total of [REDACTED] to explain the purpose and proper use of the Personnel Evaluation Report. This program was initiated and completed in FY 1953. Further training in the use of the Personnel Evaluation Report will be provided by the administrative offices of the organizational components of the Agency.

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- (3) The Human Resources Program is a basic supervisory training program in human relations for supervisors in the Agency. It consists of small group meetings, individual conferences, and follow-up meetings over an extended period, designed to assist supervisors in making the best and fullest use of personnel under their supervision, through the analysis and discussion of basic principles and techniques of management, the appraisal of work methods, and the application of concepts of effective human relations. In FY 1953, 378 supervisors in 7 offices of the Agency received initial training in this program, with follow-up meetings to continue in FY 1954. It is estimated that about 375 additional supervisors will be trained in FY 1954, making a total workload of 750 personnel. It is expected that this program will be instituted office by office until coverage of the Agency has been accomplished.
- (4) The Records Management Training Program is a 20 hour basic training program in Records Management, designed to assist Records Officers to develop, organize and administer the Agency Records Management Program in all offices of the Agency. In FY 1953, 90 personnel were trained. It is estimated that 90 personnel will be trained in FY 1954, and that this program will be supplemented by additional training as the program of records management gets fully under way.
- (5) The Basic Management Course is scheduled to begin in September of FY 1954, as a 40 hour course on the functions and principles of management for supervisors in the Agency. It is planned to aim the course at the basic management problem of coordination, with the emphasis on case studies, discussion, and project reports based on on-the-job management experience. It is estimated that 350 personnel will be trained in this course in FY 1954.
- (6) The Administrative Support conference will be instituted in FY 1954, to resolve administrative operational problems through systematic communication between administrative officers and assistants and representatives of the service offices of the Agency on subjects such as finance, personnel, etc. A monthly series of 2 hour seminar meetings are planned. It is estimated that 150 personnel will be trained in FY 1954. Clarity in administrative policy and coordination in administrative procedure throughout all levels of the Agency is the aim to be accomplished by this program.

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- (7) The Executive Conference is planned as a series of 1 hour conferences twice a year with top management personnel of the Agency, in order to inform them of current management problems within the Agency and to secure their interest and support in the development of sound management policy throughout the Agency. It is estimated that 35 personnel will attend these conferences in FY 1954.
- (8) As a result of the training requirements survey of the Agency, it was determined that external requirements exist for management training at various levels in addition to requirements for internal programs in this field. Requirements for 32 personnel to be trained in 3 management programs were submitted for FY 1954. It is planned to meet requirements through the development and arrangement of appropriate management training programs at external facilities, and through the utilization of private management consultant firms.
- (9) The purpose of clerical training is to increase competence in clerical skills throughout the Agency, by preparing new clerical personnel for their duty assignments and by improving and developing the skills of on-duty clerical personnel. To accomplish this purpose, training is required for all new clerical personnel, and may be requested by the Office concerned for on-duty clerical personnel.
- (10) The Clerical Orientation Course is a 3 day course, designed to acquaint all new clerical personnel with the organization, policies, and clerical practices and procedures of the Agency. This course is now required by CIA Regulation for all new clerical personnel, and is prerequisite to duty-assignment in the Agency. In FY 1953, [REDACTED] personnel were trained. It is estimated that [REDACTED] personnel will be trained in FY 1954. Because of the value of this training it is planned to enlarge it into a five day program.
- (11) Clerical Induction Training in typing, shorthand, English usage and other clerical subjects is required on a one or two week basis for new clerical personnel who do not meet Agency standards of clerical proficiency or who are entered-on-duty in provisional clearance status. Satisfactory completion of this training is prerequisite to duty assignment within the Agency. In FY 1953, [REDACTED] personnel received Clerical Induction Training. It is estimated that [REDACTED] personnel will receive such training in FY 1954.
- (12) Clerical Refresher Courses in various clerical subjects are available at the request of the Office concerned to improve and develop the skills of on-duty clerical personnel. Special

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Special courses for individuals or small groups are conducted to meet specific clerical training requirements of the various offices. All clerical refresher courses are 15 hour courses. In FY 1953, 426 personnel were trained in one or more courses. It is estimated that 650 personnel will be trained in FY 1954. It is planned to add two new courses to the existing program, a course in area study for clerical personnel, and a course in office management for outstanding clerical personnel with potential administrative ability. Other courses will be developed in response to office requirements.

D. LANGUAGE, AREA AND TECHNICAL TRAINING

- (1) The purpose of language, area and technical training is to improve the intelligence product of the Agency by increasing the knowledge and skill of personnel in various fields related to their current or prospective duty assignments. Area specialization requires area-language competence and field experience. The intelligence effort requires competence in scientific, technical, industrial and other substantive fields. To accomplish this purpose language, area, and technical training of various scopes, levels and depths is available within the Agency and, under Public Law 110, arranged for at appropriate external facilities.
- (2) Basic and advanced language training in a number of usual and exotic languages for both spoken and written competence on a class and individual self-study basis is available in the Agency audio-visual language laboratory. Basic language training courses are conducted on a recurring basis in French, Spanish, Italian, German, Afrikaans, Dutch, German and Russian. All such courses consist of formal class instruction on a small group basis and required individual drill in the language laboratory. In FY 1953, 122 personnel were trained in basic courses. It is estimated that 140 personnel will be trained in basic courses in FY 1954. In FY 1953, 432 personnel were trained by supervised individual self-study in the laboratory in 20 languages, including Arabic, Chinese, Serbo-Croatian, and Turkish. Self-study is scheduled only for personnel who already have basic competence in the language concerned. It is estimated that 500 personnel will be trained by self-study in FY 1954, to advance, refresh or maintain previously acquired language competence.
- (3) It is planned to establish basic and intermediate courses in Chinese and basic courses in Polish and in spoken Russian in the language laboratory in FY 1954. It is estimated that 30 personnel will be trained in these courses. Other courses and self-study training in various languages will be developed to meet Agency requirements.

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- (4) Language training at external facilities is arranged when such training cannot be provided within the Agency. In FY 1953 basic and advanced language training for both spoken and written competence at various external facilities was provided for 481 personnel in 30 different languages, including Bengali, Vietnamese, Hindustani, Thai, Indonesian, Korean and Burmese. The facilities utilized included Georgetown Institute of Language and Linguistics, George Washington University, the [REDACTED] Yale University, Berlitz School of Languages, Sans School of Languages, and private tutoring as required. It is estimated that 332 personnel will be trained in various languages at external facilities in FY 1954. Such training will be provided for within the Washington area, in so far as feasible.
- (5) Area training and area training combined with language, are arranged for at external facilities, and range from a single course after duty-hours at a local facility to 2 year programs consisting of one year of language-area training at a facility in the U. S. and one additional year of training at a facility in this area overseas.
- (6) In FY 1953, 136 personnel were trained in area and area-language programs, which included the Far East, Southeast Asia, South Asia, Soviet Union and orbit, Europe, and Latin American areas. Requirements submitted for basic area and intensive area-language training by the various offices of the Agency indicate that 337 personnel will be trained in FY 1954 to meet the increasing requirements of the Agency for various levels of area competence in all areas. Such training will be provided for within the Washington area, in so far as feasible.
- (7) Many types of scientific, technical, industrial and other substantive training are arranged for to meet specific requirements of the various offices. In FY 1953, some 89 personnel were trained in various fields including atomic physics, metal and alloy systems, paper chemistry, aerial photographic interpretation, radio engineering, radiology, production planning and control, library administration, military logistics, etc. About 70% of such training is available at various facilities in the Washington area. Requirements have been submitted by the various offices for 459 personnel to be trained in various scientific, industrial, technical and other substantive fields in FY 1954.
- (8) In order to promote better understanding of the intelligence, command and staff functions of the Armed Forces and thereby promote closer coordination between the Agency and the Armed Forces, CIA has negotiated an agreement which establishes quotas for the training of qualified Agency personnel in various Department of Defense schools and colleges. In FY 1953, 45 Agency personnel were trained in 12 schools and colleges, including 3 personnel at the National War College. It is estimated that quotas will be subscribed in FY 1954 and that the same number of personnel will be trained.

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E. TRAINING REQUIREMENTS FOR FY 1954 AND FY 1955

- ✓ (1) In order to establish a firm base for planning and for budget purposes, the Office of Training (General) requested that all of the offices of the Agency submit their requirements for external training in FY 1954 and FY 1955. The terms of reference for submitting requirements comprised 11 categories of training programs, which encompassed training in area, language, scientific, and technical fields, economics and industrial fields, management, and a miscellaneous category for all other requirements. A copy of the terms of reference is attached (Attachment #1). Office requirements were submitted not in terms of training programs currently available, but on the basis of training needs, with the view that the Office of Training (General) would make every effort to meet stated requirements by the development of training programs at appropriate external facilities.
- ✓ (2) The Offices of the Agency conducted extensive internal analyses and surveys in order to determine the nature and scope of their external training requirements. Statements of requirements submitted by the Offices of the Agency to the Director of Training were reviewed by the Office Career Service Board concerned and were signed by the Office Head or his authorized representative in each case. Office statements of training requirements are in most instances limited by the scale of effort each Office is willing to commit to training, and therefore do not represent total training requirements. The statements do, however, represent firm commitments to training on the part of the various Offices.
- ✓ (3) The summary of Agency training requirements at external facilities in all categories of training for FY 1954 and FY 1955 is attached (Attachment #2). Requirements for training have been established for 1285 personnel in FY 1954 and for 1465 personnel in FY 1955. The summary of requirements submitted by the various offices is the basis upon which the budget estimate of Training (General) has been constructed, and is the basis for planning to meet the requirements for external training.
- (4) It is planned to merge the Programs Division and the Language Services Division of Training (General) in order to centralize area-language training direction and administration. The new Language-Area Division will not only conduct language training within the Agency, but will arrange for area and language training and for other training to be conducted at facilities external to the Agency.

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IV. Analysis of Training Problems

(Note: Training problems are identified in the following list. The list is not all inclusive and should be examined jointly by the Division Chiefs, the Director of Training and the Deputy Director of Training in order that the statements clearly identify the problem and are supplemented to include all problems upon which the Office of Training is prepared to make specific recommendations.)

Problem 1. To devise a method for insuring that qualified intelligence officers who have had effective operational experience in the Clandestine Services, and who possess the requisite skills for teaching are made available to the Office of Training for tours of duty as instructors.

Problem 2. To devise a method for insuring adequate cover and security measures to be employed for Agency personnel detailed to training at non-CIA training facilities.

Problem 3. To devise a method of providing "lead time" in the preparation of personnel of the Clandestine Services so that they will be given, in addition to tradecraft training, adequate area-language training commensurate with the requirements of their overseas duty assignment.

Problem 4. To clarify the role of the Director of Training vis-a-vis field training of Agency personnel at overseas Agency installations.

Problem 6. To establish an advanced level intelligence training program for senior analysts who are engaged in the production of high-level intelligence reports and estimates the objective of which would be to provide a critical analysis of the estimating process and develop doctrine to make it more directly useful to policy and strategic planners. (Reference Jackson Committee Report) 25X1C

Problem 7. To establish the requirement for a broader scale of training effort in the executive, management and supervisory field particularly in the higher levels within the Agency.

Problem 8. To accomplish within the Agency a wider use of training as a consequence of the effective use of Junior Officers in releasing on-duty personnel for training assignments.

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Problem 9. To expand the language-area training effort and the use of language-area programs throughout the Agency at basic, intermediate and advanced levels.

Problem 10. To inaugurate surveys throughout the Agency which are designed to appraise the capabilities of the individual against the requirements of his job so that a more effective means of establishing the resultant training requirements can be put into effect.

Problem 11. To review the status of Training Liaison Officers throughout the Agency as to quality and grade level in order to enhance the network of communication through the Training Liaison Officers between the Office of Training and the operating offices of the Agency.

Problem 12. To review the status of on-the-job training within the Agency in order to appraise its effectiveness and where deficient, to meet the projected training objective in suitable means.

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